EFFECTS OF MANAGERIAL ROLES ON GROWTH OF MANUFACTURING INDUSTRIES IN MACHAKOS COUNTY

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A MANAGEMENT RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF MANAGEMENT AND LEADERSHIP IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF MANAGEMENT AND LEADERSHIP OF MANAGEMENT UNIVERSITY OF AFRICA

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DECLARATION

This research management project is my original work and has never been presented for a degree in any other University

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ODL-BML/6/00231/2/2015

This research management project has been submitted for examination with my approval as University Supervisor

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Dr. John Cheluget, PhD

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DEDICATION

I dedicate this research management project to my beloved wife Susan and my two sons Samuel and Simeon.

ACKNOWLEDGMENT

I would wish to recognize the efforts made by my supervisor to ensure that I gave out the best from me in this research. Without the knowledge that I acquired form The Management University of Africa, this research proposal would not have been this successful, so I take this opportunity to recognize the efforts of all the lecturers at the university. To all my fellow students, your moral support was equally important in the success of my research project.

ABSTRACT

Management is an important tool in the daily running of an organization. It is also vital in the control of the systems and human capital that the organization relies on for production and operations. Manufacturing firms is a good example of firms that require sound management skills. Combination of the human capital down to the management of the raw materials, work in progress as well as finished products. For manufacturing firms to maximize profits, the firm has to manage its production department as well as the marketing department. It is with this concern that the purpose for this research arises. The main objective of the study was to establish the effects of managerial roles in growth of manufacturing industries in Machakos County. Alongside the main objective, the following are the specific objectives of the study; to determine the effects of planning on growth of manufacturing industries in Machakos County, to establish the effects of staffing on growth of manufacturing industries in Machakos County, to evaluate the effects of leading on growth of manufacturing industries in Machakos County and to determine the effects of organizing on growth of manufacturing industries in Machakos County. The study employed a combination of both explanatory and descriptive research designs to explain the relationship between management roles and growth of manufacturing firms in Machakos County. Descriptive research design was preferable, as it tries to explain certain underlying facts. The target populations of the study consisted of all the manufacturing firms within the Machakos County. Since the population was reasonably small, a census was conducted. Primary data was collected using self-administered questionnaires. It was established that, managerial roles play a great role in the growth of manufacturing firms in Machakos County. More specifically, planning, leading, staffing and organizing all positively influence growth of manufacturing firms. The following are the main recommendations. Manufacturing firms should carry out effective planning which is focused on the market set up and market future projections. The firms should focus on the sources of resources and the capacity to implement a specific project. During the human resource procurement, manufacturing firms should ensure that the get the best combination of employees in all the departments. Team leaders should always be put in place to issue directives to the other employees. The management should ensure that there is flow of information downward and upward to avoid employees relying on gossips. The organizing team should make sure that sufficient resources are made available in good time and tasks are placed in able employees.

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LIST OF ABBREVIATIONS/ACCRONYMS

ISO International Standards Organization

KEBs Kenya Bureau of Standards

SOPK System of Profound Knowledge

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Management is a pivotal in effective and efficient running of an organization. It is also vital in the control of the systems and human capital that the organization relies on for production and operations. The principal goal of management involves having to balance the conflicting economics of not wanting to stop the effective running of an organization. (Stevenson, 1996). Managerial failure of too great or too small quantities on hand can cause business failures. If a manufacturer experiences frequent conflicts during the critical operating period, production can be halted hence resulting into loses. Economies of scale and human capital, that is appropriately being referred to as sound management.(Bahadur, 1995).

Kenya is the most developed country in East Africa so far as industries are concerned. So far, industrial activities are concentrated in major urban centers, that is, Nairobi, Mombasa, and Kisumu (Magutu et al., 2010). After a long period of virtual stagnation, the Kenyan economy went through a phase of brisk growth during the period 2003-2007. During this time, the rate of economic growth rose to as high as 7 per cent per annum. During the same period, Total Factor Productivity in manufacturing increased by as much as 20% (World Bank, 2015). This high growth was temporarily halted by the fallout of post-election violence of 2008. The growth of the manufacturing sector followed more or less the same pattern as GDP, which meant that its contribution to GDP plummeted to below 11 per cent of GDP, and there has not been any major take off in manufacturing in Kenya since that time (Magutu et al., 2010). Kenya has been implementing quality management practices to improve its product quality and processes to enhance performance. In terms of ISO positioning, Kenya is ranked highest in East Africa, as the country has the most sophisticated manufacturing firms in the region (KAM, 2014). (Macharia, 2010).

Kenya Bureau of Standards was established in 1960 with the aim of formulating, implementing and maintaining national standards to improve performance. This continued until 1987 when ISO 9000 certification was established, and Kenya joined the member countries, with Kenya Bureau of Standards being nominated as a certifying and auditing body on behalf of ISO certification member countries (KBS, 2014). Currently, there are two other private certifying bodies in Kenya, namely, SGS and Bureau Veritas. The manufacturing sector in this country has generally embraced quality management system ISO certification, since out of the 457 manufacturing firms in Kenya, 60 (13%) of them are ISO certified. According to the world economic survey (2014), the manufacturing sector in Kenya has been identified as one of the key sectors supporting the Kenya Vision 2030 strategy. Currently, Kenya is rated as the third fastest growing economy in the world after China and Philippines, which is an indication of good prospects for future growth in the performance of the manufacturing sector (World economic survey, 2014). However, the Kenya manufacturing sector has also been facing challenges in performance, hence the need to undertake this study.

1.2 Statement of Problem

In the context of globalization, highly competitive markets, continuous technological advancement, and increasingly demanding customers, quality has become one of the most important elements in the strategies of making firms competitive (Mathisen J & Buschs, 2005). ISO has the most comprehensive scope in the improvement of firms' performance through the promotion of quality (Kibe, 2011). ISO family of standards are internationally recognized and designed to demonstrate the capability of a firm to control the processes and hence make the product or service acceptable; therefore, their implementation could be a source of competitive advantage, enhancing the company's performance (Chan, 2001).

In line with the quality of products that a manufacturing firm produces, the management of the entire firm is quite fundamental. Several scholars elaborate that manufacturing firms, have the largest number of departments and human capital. The combination of the departments for effective and efficient operation of the firm is important. According to Chan (2001),

manufacturing firms operate like a chain of interlinked departments that should work harmoniously to bring about the required results.

According to Emeka et al. (2008), manufacturing firms in Africa face a challenge of severe competition from companies from other parts of the world. Developed countries have greatly invested in technology and this has reduced manufacturing costs and increased the levels of production. Effective shipment of finished products from developed countries has as well increased the levels of competition. Owuor (2009) asserts that manufacturing firms in Kenya have been greatly affected by competition more so from Asian countries such as China, Japan and Russia. This calls for strategic positioning of manufacturing firms in Kenya in order to remain equally competitive in local, regional and international market. According to him, manufacturing firms need to make their processing procedures more efficient to reduce on cost and maximize their profits. Managerial roles play a critical role in ensuring that a manufacturing firm remains strategically positioned in the market. Of late Kenya has witnessed many manufacturing firms closing down either as they begin or immediately they have begun. The Kenya's business environment of late has been turbulent not only to the manufacturing firms but also to other sectors and this has seen more companies operate under loses and several banks put under receivership. Most manufacturing firms have stagnated recording minimal growth if any. Several scholars such as Owuor (2009), Kagwe (2011) and Kinyua (2004) have attributed lack of growth in the manufacturing firms to poor management of the firms. It is with this concern that this study seeks to establish the effects of managerial roles on the growth of manufacturing firms in Machakos County.

1.3 objectives of the study

1.3.1 Main Objective of the Study

The main objective of the study was to establish the effects of managerial roles in growth of manufacturing industries in Machakos County

1.3.2 Specific Objectives

The specific objectives of the study include;

i. Determine the effects of planning on growth of manufacturing industries in Machakos County
ii. Establish the effects of staffing on growth of manufacturing industries in Machakos County
iii. Evaluate the effects of leading on growth of manufacturing industries in Machakos County
iv. Determine the effects of organizing on growth of manufacturing industries in Machakos County

1.4 Research Questions

i. What are the effects of planning on growth of manufacturing industries in Machakos County?
ii. How does staffing affect the growth of manufacturing industries in Machakos County?
iii. What are the effects of leading on growth of manufacturing industries in Machakos County?
iv. How does organizing influence growth of manufacturing industries in Machakos County?

1.5. Significance of the Study

Knowledge generated through this particular work will be very useful to subsequent researchers and practicing managers. It will add to the national pool of research on the variables of this work. It will also provide manufacturing companies with useful information for fine-tuning policies and application of management roles that are geared toward tackling profitability problems in manufacturing sector.

1.6. Scope of the Study

This study was limited to manufacturing firms in Machakos county Kenya. The firms must be operational and have not been declared bankrupt. The firm should also have a sound management system. The study was also limited to collecting information on the effects of the

management roles on the growth of the companies. The management roles in the context included; planning, staffing, controlling and organizing.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter presents the specific literature for the study, with a focus on the main variables whose relationship was being investigated. The conceptual framework was also developed after reviewing the relevant literature.

2.2 Theoretical Review

The study was underpinned by three quality management theories advanced by a number of scholars who tried to explain the effect of quality management practices on manufacturing firms in Kenya.

2.2.1 Resource-Based View Theory

The Resource-Based View Theory is largely based on behavioral and sociological paradigm and considers organizational factors and their fit with the environment as the major determinants of success. Strategy models with this internal orientation have a strong 'inside-out' approach that considers internal process variables (such as quality improvement, product development, and flexibility and cost efficiency) as the most potent success factors. This theory is relevant to this study because quality management practices are a resource for creating quality image, which an organization uses to improve the firm's performance. The quality management practices should be present for manufacturing firms to achieve competitive advantage and thus realize performance Barney (2007).

According to Klassen and Whybark (1999), the theoretical implications for environmental management are multifaceted. Of primary importance is the fact that environmental and economic performances are related to one or more strategic resources yielding multiple competitive advantages. The environmental policies can be associated with superior performance if the prerequisite strategic organizational resources have been developed as a part of the management initiatives. For example, a firm may put continuous improvement in place to achieve international certification for quality in terms of a standard like the ISO 9000. This

strategic resource can be transferred and applied to the implementation of preventive environmental technologies (Hart, 1995), providing a theoretical basis for integrated approaches, such as total quality environmental management (Willig, 1994).

In disparity, the critical argument of the Resource-Based View Theory is that rare, inimitable, non-substitutable resources create a firm's heterogeneity, and that successful firms are those that obtain and preserve valuable and peculiar resources that result to a company's good performance arising from the sustainable competitive advantage that arises thereof (DiMaggio & Powell, 1991).

Organizational preparedness determines what kind of quality management systems to pursue, since the resources that an organization has will influence what the firm does or does not do. The strategies so undertaken will then influence the performance of the firm and help the firm gain a competitive advantage in the market place, resulting to enhanced performance. Therefore, this theory supports variables of continuous improvement, customer focus, and the commitment of the top management.

2.2.2 Quality Improvement Theory

Quality Improvement Theory postulates that a feature of quality management doctrine is that it places responsibility for manufacturing organizations squarely at the door of top management (Deming, 1986). The theory states that the management is responsible for the systems, and that it is the system that generates 80 percent of the problems in firms (Hill, 1995). Deming (1986) noted that no quality management system could succeed without top management commitment; it is the management that invests in the processes, creates corporate culture and also selects suppliers and develops long-term relationships.

The theoretical essence of the Quality Improvement Theory focused on quality concerns (Anderson et al., 1994).The top management should be committed to applying the principles and practices of System of Profound Knowledge (SOPK), where a business works hard to reduce costs (Deming, 1986). Deming's Quality Improvement Theory is relevant to study in that quality management practices is a quality management system which can be used to enhance quality of

products and services through continuous improvement and which organizations can use to realize performance. This theory supports Objectives One, Two and Three.

2.2.3 The Institutional Theory

The Institutional Theory of Barney (2001) describes how an organization fits in the ever changing business environments. Organizations therefore have to invest in areas that increase both the perceived and actual legitimacy that they command in their respective micro and macro environments. The fundamental principle of the Institutional Theory is that firms' propensities toward compliance with main norms, customs, and social pressures in their internal and external environments result to homogeneity amongst firms in their structures and behaviors, and that triumphant firms gain support and authenticity by complying to social pressures. Therefore, the performance of firms is determined by how they integrate their internal systems and processes with the dynamics of external environment in terms of maintaining industry standards, being proactive so as to be ahead of competition and prevailing market conditions. This theory supports operating environment variable.

2.3 Empirical Literature Review

Previous empirical studies on the subject under study or related studies confirm a significant positive relationship existing between effective managerial roles and firm’s growth. Studies by Adeyemi (2010) dealt with narrowed portion of materials management, i.e., Inventory management and profitability. A sample of 68 companies were put into test and data was collected using self-administered questionnaires and interview schedule. Most of his conclusion were based on the amount of progressive profits that each company made. He observed that some companies did not maintain sound inventory management system. He concluded that sound management policies attribute to growth of manufacturing firms. He recommended that, a research to be carried out on the impact of managerial roles on the financial performance of manufacturing firms.

Ogbadu (2009) carried out a study to determine the impact of effective management of resources on profitability of the Benue Breweries Limited. The researcher used survey method for data collection and random sampling technique for sample size determination. The research questions

were analyzed using simple percentages. The hypotheses were tested using Chi-square test statistics. The results confirmed that there was a significant relationship between resources management and profitability.

2.3.1 Planning and Growth of Manufacturing Companies

Egberi & Egberi (2011) conducted a study on the effectiveness of planning on growth of manufacturing firms. In the study, growth was measured in terms of profitability, increase in production, increase in sales, increase in market share and increase in number of employees. Purposive was conducted to establish the companies to be involved in the study. Fifteen companies were selected. The findings were that, the companies that had effective planning mechanisms grew faster than the others. The research although observed that, most companies had a centralized planning system which only involved their branches during the implementation stage. According to the findings of the study, a manufacturing firm would only grow if planning was done effectively. These findings were however contradicted by Ogbadu (2009) who informed that all the resources need to be combined effectively for a manufacturing firm to grow.

2.3.2 Staffing and Growth of Manufacturing Companies

Staffing is a critical aspect of management in any organization. It involves procurement of human capital to effectively run the organization. Some organizations have maintained the traditional way of hiring employees while others have resolved into modern methods of procuring human resources. According to Mwangi (2008), modern methods of human resource procurement are more effective than the traditional methods. In her research on impacts of modern methods of procuring human capital, she established that the process of procuring staff is quite tedious and require a lot of time. She observed that most companies would omit certain steps of the process to make the work easier for them and end up hiring the wrong employees who do not perform. According to her, the right employee is not the one who has the highest academic qualification or the one with so many years of experience but the one who is ready to learn and is fully committed to the work. She further affirms that the right employee should be result oriented.

2.2.3 Leading and Growth of Manufacturing Companies

Wang'ombe (2007), attributed success of any firm to leading. In his research, influence of leading on financial performance of companies in developing countries. The study focused on developing countries which he describes as having so many administrative challenges. He observes that, developing countries are challenged by social vices such as corruption, nepotism and overreliance to the government. Much of his emphasis focused on countries such as Nigeria, Kenya, South Africa and Egypt. He applied random sampling to sample out fifty companies that were involved in the study. He found out that there was a strong positive correlation between leading and financial performance of companies in developing companies. He further observed that most companies which were more successful had hired individuals from developed countries. He however recommends for similar researches to be conducted in other developing countries outside Africa citing that, this could be a regional short coming.

2.3.4 Organizing and Growth of Manufacturing Companies

Ondiek (2009) in his research assed organizing as a managerial role to establish whether long term success and survival of any organization depended entirely on how well organization are organized. A sample size of 55 firms were drawn using descriptive statistics. The data was collected using structured questionnaire while the analysis was done using descriptive statistics. The result confirms that Kenyan firms were not practicing professionalism in operating a firm as an organization.

Kituku (2013), conducted a research on the impact of material management procedures of manufacturing firms in Nakuru County. He applied random sampling to sample out thirty (30) manufacturing firms in the manufacturing firms' populated county. Questionnaires were used to collect primary data while secondary data was obtained from the firms records. His major finding was that most firms had great volumes of work in progress as compared to raw materials and finished goods. He attributed this finding to poor allocation of personnel and timing of the production process. He further noted that, the manufacturing firms had frequent industrial actions either as result of poor motivation and low levels of work commitment. He recommended that, manufacturing firms should ensure quality staffing methods and organizational plans.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter explains the research methodology that was used in carrying out the study. The main areas presented are the research design and the population of the study, sampling and sampling techniques, data collection, validity and reliability of the instrument, pilot study and methods of data analysis that were employed.

3.2 Research Design

There is no single design that exists in isolation (Saunders et al., 2007). The study employed a combination of both explanatory and descriptive research designs to explain the relationship between management roles and growth of manufacturing firms in Machakos County.

Descriptive research design is preferable, as it tries to answers the 'who',' what', 'when', 'where' and sometimes 'how' questions. The explanatory research design explains best the characteristics of variables and how to establish cause-and-effect relationship between the variables under study. The emphasis is on exploring a problem with the aim of explaining the relationship between variables (Saunders et al., 2007).

3.3 Target population

The target populations of the study consist of the operational manufacturing firms within Machakos County. According to the office of chamber of commerce, there were fifteen manufacturing firms within Machakos County.

3.4 Sampling design and procedure

The population was reasonably small, a census was conducted. According to Saunders et al. (2007), a census is the collection and analysis of data from the entire group member in a population. Quality assurance manager and head of internal auditing will be considered

appropriate respondents for the study, hence the two respondents from each manufacturing firm. This is consistent with the view of Gerhart (2000) that quality management system surveys based on single respondents are significantly undermined by the presence of measurement error, hence the choice of two respondents.

3.5 Data collection instruments

Primary data was collected using self-administered questionnaires. The questionnaires were then used to explore the quality manager's and internal auditor's views and observations on the study variables identified in the conceptual framework. Structured self-administered questionnaires were used by the researchers so as to get first-hand information (Kanji, 2003). The questionnaire consisted of two parts.

3.6 Validity and Reliability of instruments

To ensure content validity, a pilot test was carried out with 12 respondents, where the results were used to make adjustments where necessary to ensure the instrument measures what it is supposed to measure (Saunders et al., 2007). For the validity of the instruments, the researcher ensured that the questions are in conformity with the study objectives. Expert opinion was sought from quality experts to evaluate the relevance, wording and clarity of questions in the instrument as recommended by Gay (1996). According to (Cooper & Schindler, 2007), for the instrument to be reliable, the coefficient has to be above 0.7.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter deals with data presentation, analysis and interpretation of the research findings to determine the influence of managerial roles on the growth of manufacturing firms in Machakos County. The research made use of frequency tables, percentages as well as pie and bar charts to present the data.

4.2 Sample Characteristics

The researcher collected both qualitative and quantitative data from the sampled population by use of questionnaires and interview schedules. The questionnaires were administered to different employee categories within various departments of the manufacturing firms. Sixty (60) questionnaires were distributed to the respondents and forty seven (47) of them were filled and returned giving a response rate of 78.3%. According to Babbie (2008), a response rate of 66% and above is adequate for analysis. Qualitative data was analyzed using the SPSS program while the quantitative data was coded and analyzed in themes relevant to the objectives of the study. The findings were presented using the frequency tables, pie charts and bar graphs in line with the objectives upon which the study was based.

4.2.1 Empirical Findings

The first part of the questionnaire dealt with the background information of the respondents because it was assumed that the attributes of the respondents influenced their opinion regarding the financial performance in the manufacturing sector.

4.2.2 Background Information

4.2.2.1 Academic Qualification of the Respondents

Most of the employees of manufacturing firms in Machakos County are recruited at different levels of education depending on their areas of operations and this is well evident from figure 4.2.1. According to the research findings represented in figure 4.2.1, majority of the respondents were masters holders forming 23 of the total respondents, followed by the degree holders forming 20 of the total respondents and on the lower end 2 were undergraduate and PHD holders.

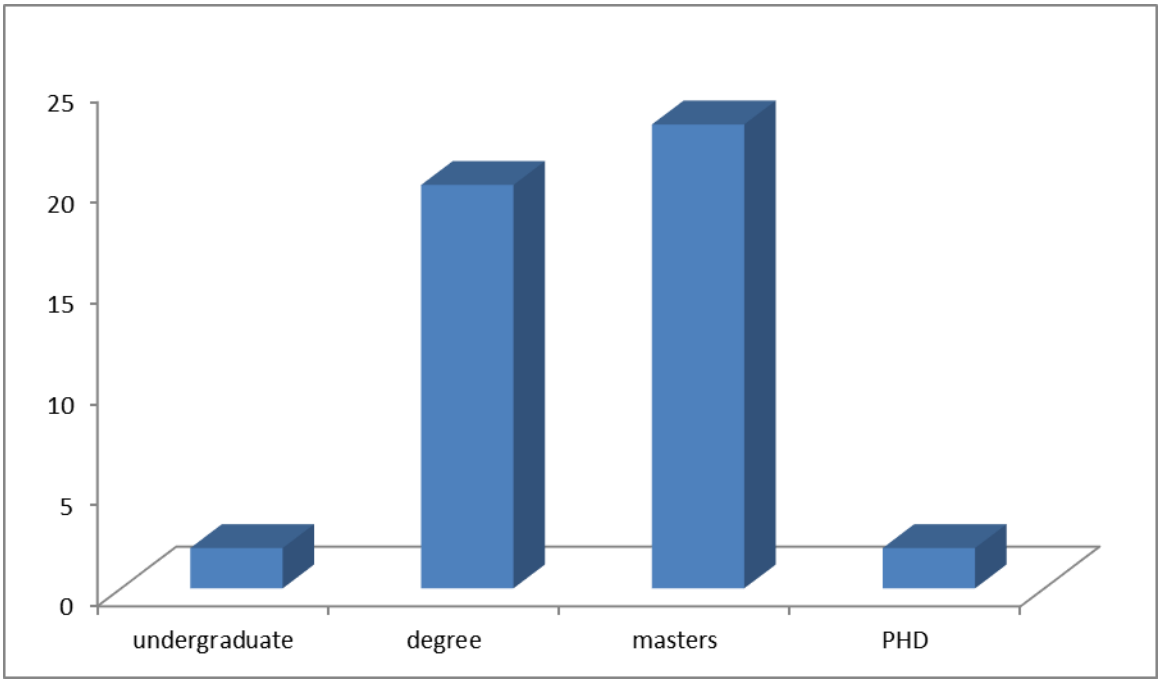

Figure 4.2.1 level of education

4.2.2.2 Age of the Respondent

The employees of manufacturing firms in Machakos Countyare composed of different age groups as evident in the table 4.2.1 above. According to the research findings; majority of the employees lie between 25-35 years, accounting for over 68% of the total respondents. This goes a long way to reinforce the argument that this important sector of the economy is driven by young professionals. The age bracket of 35-45 years old follows with a percentage of 25.7%, then below 25 years of age accounted for 4.3% while the rest were above 45 years accounting for 2.1% of the total population.

Table 4.2.1 Age Bracket of the respondents

Age	No. of Respondents	Percentage
Below 25 years	2	4.3%
25-35 Years	32	68.9%
35-45 Years	12	25.7%
45 Years	1	2.1%
Total	**47**	**100%**

4.2.2.6 Number of years served in the manufacturing industry

Depending on when each employee was recruited, each of the respondent employees has worked in the manufacturing industry for various lengths of time as shown in figure 4.3.2. From the research finding it is true that majority of the employees have worked in the manufacturing industry for a period between 5-10 years forming a frequency of 32 of the total respondents. The next batch with a frequency rate of 12 of the total had served for a period between 2-5 years. The group that had served for a period of less than 2 years had a frequency of 2 slightly above the group that had served 10-20 years who formed a frequency of 1.

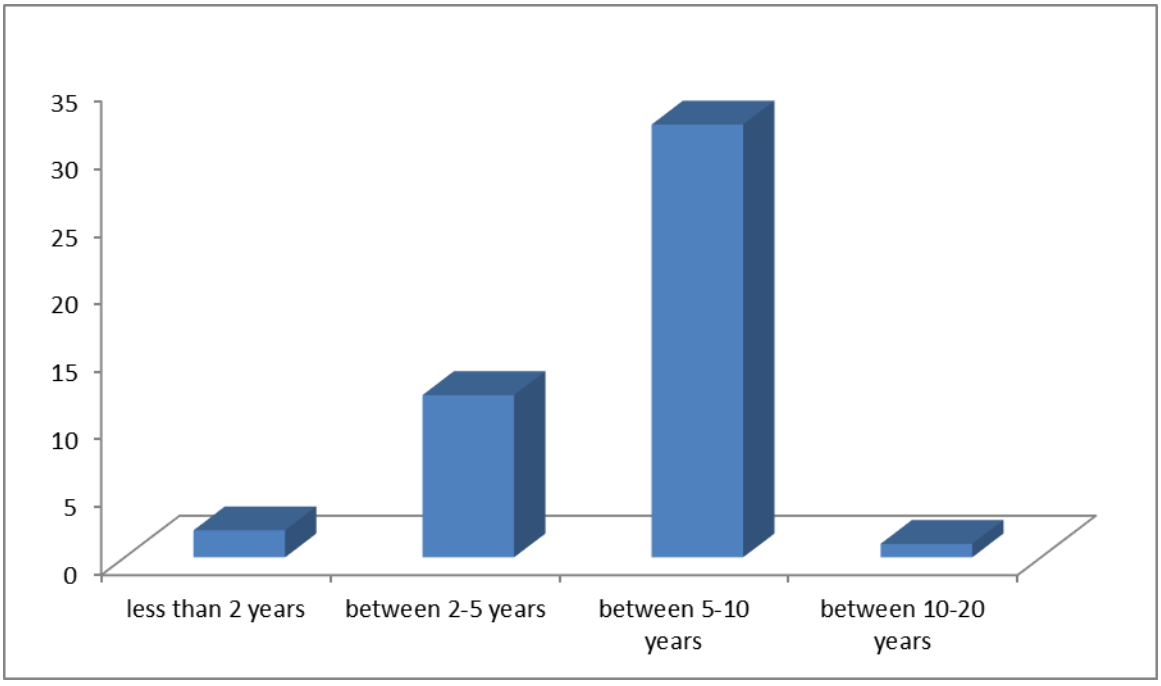

Figure 4.2.2 No. of years in the manufacturing industry

4.2.2.7 Length of service in the current firm

Majority of the employees have served in the same firm for a period of between 2-5 years making a frequency of 31 out of the total population. A slightly lower number of employees (13 to be precise), have served in similar firms for a period of between 5-10 years. Two employees of the total 47 have served in the same firm for periods of less than 2 years. On the lower end, only 1 has served in the same firm for periods of 10-20 years.

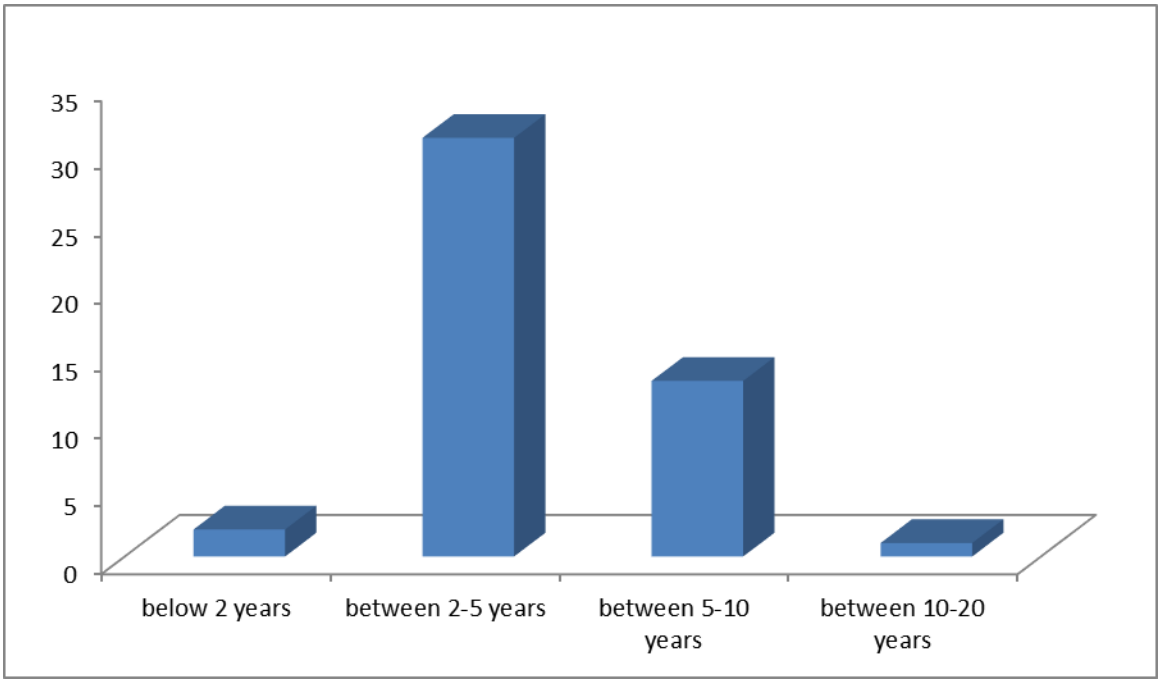

Figure 4.2.3 No. of years in the same firm

4.3 Findings and Discussion on the Objectives

4.3.1 Introduction

This section discusses the four research objectives as they influence the growth of manufacturing firms in Machakos County. The researcher sought to understand how different aspects of each of

the four objectives impact on the financial performance by setting out questions relating to each of the objective. The results were analyzed using tables as shown below.

4.3.2 Planning Influence on Growth of Manufacturing firms

Planning and future projections play a major role in the financial performance. From the data collected and analyzed, the respondents agree that planning greatly influence the growth of manufacturing industry.

Table 4.3.1 Distribution Measure of aspects of Planning

	SA(5)	A(4)	NS(3)	D(2)	SD(1)	*Mean*
Carrying out annual market survey	27	17	2	1	0	4.49
Having independent planning team	38	8	0	1	0	4.77
Market focused planning	28	17	0	2	0	4.51
Effective planning	12	34	0	1	0	4.21
Planning effectively reduces costs of operations	26	19	1	0	1	4.47

4.3.2.1 Carrying out annual market survey

Most of the respondents strongly agreed that Carrying out annual market survey greatly influences the growth of the manufacturing firms in Machakos County. From the interview schedules, managers elaborated that this is attained by sending customers messages during special occasions. 57.45% of the total population strongly agreed that Carrying out annual market survey influences profitability while 36.17% agreed to this aspect. 4.26% were not sure while 2.13% disagreed on Carrying out annual market survey profitability of the manufacturing firms.

Table 4.3.2 Response on Carrying out annual market survey

Scale and comment	Frequency	Percentage
1 strongly disagree	0	00.00%
2 disagree	1	02.13%
3 not sure	2	04.26%
4 agree	17	36.16%
5 strongly agree	27	57.45%
Total	**47**	**100.0%**

4.3.2.2 Having independent planning team

Most manufacturing firms who lay the responsibility of planning in specific department expect that maximum output will be realized. According to table 4.3.3, 80.85% of the respondents strongly agreed that having independent planning team affect the firm's profitability while 17.02% agreed to this aspect. Only 2.13% disagreed that having independent planning team affect the firm's profitability

Table 4.3.3 Response on having independent planning team

Scale and comment	Frequency	Percentage
1 strongly disagree	0	00.00%
2 disagree	1	02.13%
3 not sure	0	00.00%
4 agree	8	17.02%
5 strongly agree	38	80.85%
Total	**47**	**100.0%**

4.3.2.3 Market focused planning

According to table 4.3.4, 59.57% and 36.17% strongly agreed and agreed to the aspect of Market focused planning affect the firm's profitability. 4.26% of the total population disagreed to the aspect of Market focused planning affecting the firm's profitability. Some of the managers could give an example of a Market focused planning that they have implemented during the 2010-2014 periods.

Table 4.3.4 Market focused planning

Scale and comment	Frequency	Percentage
1 strongly disagree	0	00.00%
2 disagree	2	04.26%
3 not sure	0	00.00%
4 agree	17	36.17%
5 strongly agree	28	59.57%
Total	**47**	**100.0%**

4.3.2.4 Effective planning

From the interview schedules, most of the manufacturing firms in Machakos County carries out Effective planning. This is because most of the decisions are made from the head offices which are mostly based in Nairobi. Despite this fact most of the respondents felt that Effective planning much affect the rate of profitability of the manufacturing firms. Only 2.13% of the total population disagreed that Effective planning affect the profitability of the manufacturing firms. 72.34% agreed while 25.53% strongly agreed that Effective planning affect the profitability of the manufacturing firms.

Table 4.3.5 feedback on Effective planning

Scale and comment	Frequency	Percentage
1 strongly disagree	0	00.00%
2 disagree	1	02.13%
3 not sure	0	00.00%
4 agree	34	72.34%
5 strongly agree	12	25.53%
Total	**47**	**100.0%**

4.3.2.5 Planning effectively reduces costs of operations

According to the interview schedules conducted, most of the firms that carry out Planning effectively reduces costs of operations. Some of the manufacturing firms give a response form to

be filled by its customers after they are served while others use computerized service rating systems. Some firms give a special treatment to the corporate customers and are given a phone call to rate the services offered to them when they visit the branch. 55.32% of the total respondents strongly agreed that Planning effectively reduces costs of operations affects the firm's profitability while 40.43% agreed and 2.13% were not sure and an equal number strongly disagreed.

Table 4.3.6 Planning effectively reduces costs of operations

Scale and comment	**Frequency**	**Percentage**
1 strongly disagree	1	02.13%
2 disagree	0	00.00%
3 not sure	1	02.13%
4 agree	19	40.43%
5 strongly agree	26	55.32%
Total	**47**	**100.0%**

4.3.3 Staffing Influence on Growth of Manufacturing firms

Table 4.3.1 Distribution measure of aspects of staffing

	SA(5)	A(4)	NS(3)	D(2)	SD(1)	*Mean*
Human capital greatly influences growth	25	20	0	1	1	4.43
Procuring the right staff is the beginning of growth	37	9	0	1	0	4.74
Frequent team building activities	31	15	1	0	0	4.64
Employee reward & compensation schemes	14	32	1	0	0	4.28
Employee motivation plan	28	19	0	0	0	4.60
Employee career growth	26	20	1	0	0	4.53

systems

4.3.3.1 Human capital greatly influences growth

Although from the interview schedules it was evident that at the branch level human resource procurement is limited to casual employees but the role of procuring human capital is comprehensively carried out at the head office, most of the respondents strongly agreed that Human capital greatly influences growth of the manufacturing firms.

Table 4.3.7 Human capital greatly influences growth

Scale and comment	**Frequency**	**Percentage**
1 strongly disagree	1	02.13%
2 disagree	1	02.13%
3 not sure	0	00.00%
4 agree	20	42.55%
5 strongly agree	25	53.19%
Total	**47**	**100.0%**

4.3.3.2 Procuring the right staff is the beginning of growth

From the interview schedules, most of the firms try their level best to procure the right employees since it is the beginning of growth of a manufacturing firm. Most of the respondents felt that procuring the right staff is the beginning of growth. 78.72% strongly agreed while 19.15% agreed that procuring the right staff is the beginning of growth. Only 2.13% disagreed that Procuring the right staff is the beginning of the profitability of the manufacturing firms.

Table 4.3.8 Procuring the right staff is the beginning of growth

Scale and comment	**Frequency**	**Percentage**
1 strongly disagree	0	00.00%
2 disagree	1	02.13%
3 not sure	0	00.00%
4 agree	9	19.15%
5 strongly agree	37	78.72%

Total	**47**	**100.0%**

4.3.3.3 Frequent team building activities

From the interview schedules, most of the branches carry out frequent team building activities at the branch level. Frequent team building activities are made to ensure that, the employees are kept on toes to performance in their specific departments. 65.96% of the respondents strongly that frequent team building activities affect the profitability of the manufacturing firms while 31.91% agreed. Only 2.13% of the total respondents were not sure of the effect of frequent team building activities on financial performance of the manufacturing firms.

Table 4.3.9 frequent team building activities

Scale and comment	Frequency	Percentage
1 strongly disagree	0	00.00%
2 disagree	0	00.00%
3 not sure	1	02.13%
4 agree	15	31.91%
5 strongly agree	31	65.96%
Total	**47**	**100.0%**

4.3.3.4 Employee reward & compensation schemes

Most manufacturing firms ensure that there is effective Employee reward & compensation schemes. Though from the interview schedule, employee reward & compensation schemes is organized from the head offices and not at the branch level. A great percentage of 68.09% of the total population felt that employee reward & compensation schemes affects the profitability of the manufacturing firms while 29.79 strongly agreed and only 2.13% were not sure.

Table 4.3.10 Employee reward & compensation schemes

Scale and comment	Frequency	Percentage
1 strongly disagree	0	00.00%
2 disagree	0	00.00%

3 not sure	1	02.13%
4 agree	32	68.09%
5 strongly agree	14	29.79%
Total	**47**	**100.0%**

4.3.3.5 Employee Motivation Plan

Employees are some of the main asset that any manufacturing firm would wish to safeguard from its competitors. Most of the respondents strongly agreed representing 59.57% while 40.43% agreed that employee motivation plan affects the profitability of the manufacturing firms.

Table 4.3.11 Employee motivation plan

Scale and comment	Frequency	Percentage
1 strongly disagree	0	00.00%
2 disagree	0	00.00%
3 not sure	0	00.00%
4 agree	19	40.43%
5 strongly agree	28	59.57%
Total	**47**	**100.0%**

4.3.3.5 Employee career growth systems

Although from the interview schedules most of the manufacturing firms rarely carry out Employee career growth systems at the branch level, 55.32% of the respondents strongly agreed while 42.55% agreed that employee career growth systems affects the profitability of the manufacturing firms. Only 2.13% were not sure.

Table 4.3.12 Employee career growth systems

Scale and comment	Frequency	Percentage
1 strongly disagree	0	00.00%
2 disagree	0	00.00%

3 not sure	1	02.13%
4 agree	20	42.55%
5 strongly agree	26	55.32%
Total	**47**	**100.0%**

4.3.4 Leading Influence on Growth of Manufacturing firms

Table 4.3.13 Leading

	SA(5)	A(4)	NS(3)	D(2)	SD(1)	*Mean*
Communicating effectively with employees	32	15	0	0	0	4.68
Motivating employees influences growth	34	12	1	0	0	4.64
Inspiring employees influences growth	12	30	4	1	0	4.10
Encouragement of employees influences growth	32	15	0	0	0	4.68
Issuing right Directions influences growth	36	10	0	1	0	4.72

4.3.4.1 Communicating effectively with employees

A great percentage of 68.09% of the respondents strongly agreed while 31.91% agreed that the Communicating effectively with employees influences profitability of the manufacturing firms.

Table 4.3.14 Communicating effectively with employees

Scale and comment	**Frequency**	**Percentage**
1 strongly disagree	0	00.00%
2 disagree	0	00.00%
3 not sure	0	00.00%

4 agree	15	31.91%
5 strongly agree	32	68.09%
Total	**47**	**100.0%**

4.3.4.2 Motivating employees influences growth

From the interview schedules, employee motivation schemes are mainly managed from the head offices. Though, a great percentage of 72.34% strongly agreed while 25.53% agreed that reliable sources of information systems affect the profitability of the manufacturing firms. Only 2.13% were not sure.

Table 4.3.15 Motivating employees influences growth

Scale and comment	Frequency	Percentage
1 strongly disagree	0	00.00%
2 disagree	0	00.00%
3 not sure	1	02.13%
4 agree	12	25.53%
5 strongly agree	34	72.34%
Total	**47**	**100.0%**

4.3.4.3 Inspiring employees influences growth

Though manufacturing firms rarely carry out team building events due to the high cost involved in the exercise, a great percentage of 63.83% agreed that Inspiring employees influences growth of the manufacturing firms while 25.53% strongly agreed. 8.51% were not sure while 2.13% disagreed.

Table 4.3.16 Inspiring employees influences growth

Scale and comment	Frequency	Percentage
1 strongly disagree	0	00.00%
2 disagree	1	02.13%
3 not sure	4	08.51%

4 agree	30	63.83%
5 strongly agree	12	25.53%
Total	**47**	**100.0%**

4.3.4.4 Encouragement of employees influences growth

A great percentage of the respondent forming 68.09% strongly agreed while 31.91% agreed that encouragement of employees influences growth of the manufacturing firms.

Table 4.3.17 Encouragement of employees influences growth

Scale and comment	Frequency	Percentage
1 strongly disagree	0	00.00%
2 disagree	0	00.00%
3 not sure	0	00.00%
4 agree	15	31.91%
5 strongly agree	32	68.09%
Total	**47**	**100.0%**

4.3.4.5 Issuing right Directions influences growth

According to the information from the interview schedules, most directions are issued from the head office but the regular operational directions are issued from the branch. A great percent of 76.60% strongly agreed while 21.28% agreed that Issuing right Directions influences growth of the manufacturing firms. Only 2.12% disagreed.

Table 4.3.18 Issuing right Directions influences growth

Scale and comment	Frequency	Percentage
1 strongly disagree	0	00.00%
2 disagree	1	02.12%
3 not sure	0	00.00%
4 agree	10	21.28%
5 strongly agree	36	76.60%

Total	**47**	**100.0%**

4.3.5 Organizing Influence on Growth of Manufacturing firms

Table 4.3.19 Organizing

	SA(5)	A(4)	NS(3)	D(2)	SD(1)	*Mean*
Identification of roles influences growth of manufacturing firms	28	16	1	1	0	4.45
Providing directions influences growth of manufacturing firms	22	20	2	1	2	4.26
Effective distribution of resources influences growth	14	26	4	2	1	4.06
Organizing employees effectively influences growth	36	11	0	0	0	4.77
Delegating authority influences growth	24	23	0	0	0	4.51
Assigning work to the right employees influences growth	28	18	0	1	0	4.55

4.3.5.1 Identification of roles influences growth of manufacturing firms

A great percentage of 59.57% strongly agreed while 34.04% agreed that Identification of roles influences growth of manufacturing firms. 2.13% were not sure while 4.26% disagreed.

Table 4.3.20 Identification of roles influences growth of manufacturing firms

Scale and comment	**Frequency**	**Percentage**
1 strongly disagree	0	00.00%
2 disagree	2	04.26%
3 not sure	1	02.13%
4 agree	16	34.04%

5 strongly agree	28	59.57%
Total	**47**	**100.0%**

4.3.5.2 Providing directions influences growth of manufacturing firms

46.80% strongly agreed that providing directions influences growth of manufacturing firms while 42.55% agreed. 4.26% were not sure and an equal percentage strongly disagreed while only 2.13% disagreed.

Table 4.3.21 Providing directions influences growth of manufacturing firms

Scale and comment	Frequency	Percentage
1 strongly disagree	2	04.26%
2 disagree	1	02.13%
3 not sure	2	04.26%
4 agree	20	42.55%
5 strongly agree	22	46.80%
Total	**47**	**100.0%**

4.3.5.3 Effective distribution of resources influences growth

As summarized in table 4.3.22, a great percentage of 55.31% agreed while 29.79 strongly agreed that Effective distribution of resources influences growth of the manufacturing firms. 8.51% were not sure, 4.26% disagreed and only 2013 strongly disagreed.

Table 4.3.22 Effective distribution of resources influences growth

Scale and comment	Frequency	Percentage
1 strongly disagree	1	02.13%
2 disagree	2	04.26%
3 not sure	4	08.51%
4 agree	26	55.31%
5 strongly agree	14	29.79%

Total	**47**	**100.0%**

4.3.5.4 Organizing employees effectively influences growth

A great percentage of 76.6% of the total population strongly agreed that Organizing employees effectively influences growth of the manufacturing firms while 23.4% agreed.

Table 4.3.23 Organizing employees effectively influences growth

Scale and comment	Frequency	Percentage
1 strongly disagree	0	00.00%
2 disagree	0	00.00%
3 not sure	0	00.00%
4 agree	11	23.40%
5 strongly agree	36	76.60%
Total	**47**	**100.0%**

4.3.5.5 Delegating authority influences growth

Out of the total number of respondents, 24 making a percentage of 51.06% strongly agreed while 23 making a percentage of 48.94% agreed that delegating authority influences growth of the manufacturing firms.

Table 4.3.24 Delegating authority influences growth

Scale and comment	Frequency	Percentage
1 strongly disagree	0	00.00%
2 disagree	0	02.12%
3 not sure	0	00.00%
4 agree	23	48.94%
5 strongly agree	24	51.06%

Total	**47**	**100.0%**

4.3.5.6 Assigning work to the right employees influences growth

As summarized in table 4.3.25, 59.57% of the total respondents strongly agreed that Assigning work to the right employees influences growth of the manufacturing firms. 38.30% agreed while only 2.13% disagreed

Table 4.3.25 Assigning work to the right employees influences growth

Scale and comment	Frequency	Percentage
1 strongly disagree	0	00.00%
2 disagree	1	02.13%
3 not sure	0	00.00%
4 agree	18	38.30%
5 strongly agree	28	59.57%
Total	**47**	**100.0%**

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter contains a summary of the analyzed data on the influence of managerial roles on the growth of manufacturing firms in Machakos County. The chapter further gives conclusions from the analyzed data and recommendations thereafter.

5.2 Summary

Most of the employees in the manufacturing industry hold a degree and master's degree. Only two are undergraduates and PHD holders. A great percentage of the total respondents lie between 25-35 years of age with only two below 25 years and one above 45 years. A great population of the employees has served in the manufacturing industry for between 5-10 years. The least population has served in the industry for less than 2 years and above ten years. Most of the employees have served in the current firm for a period between 2-5 years.

A large percentage of the respondents felt that Carrying out market survey annually helps in effective planning which greatly influenced the profitability of the manufacturing firms. 57.45% strongly agreed and 36.17% agreed while only 4.26% were not sure and 2.13% disagreed. 80.85% of the entire sample size strongly agreed that Having an independent team that plans for the firm helps grow the manufacturing firms, while 36.17% agreed and only 2.13% disagreed. On Planning effectively reducing costs of operations, 59.57% of the respondents strongly agreed and 36.17% agreed while only 4.26 disagreed. Most of the respondents making 72.34% agreed to Market focused planning helps a firm grow its market share while 25.53% strongly agree and only 2.13% disagreed. On Effective planning helps the firm to compete effectively, 55.32% strongly agreed, 40.43% agreed and only 2.13% were not sure and strongly disagreed.

On staffing, most of the aspects sampled out had a mean of between 4.2 and 4.8 showing that most respondents either agreed or strongly agreed to the aspects. 53.19% of the total respondents strongly agreed to human capital greatly influences growth of manufacturing firms and 42.55% agreed while only 2.13% were not sure and strongly disagreed in each case. 78.72% strongly agreed to the Procuring the right staff is the beginning of growth of a manufacturing firm and 19.15% agreed while only 2.13% were not sure. On Frequent team building activities helps in growth of manufacturing firm, 65.96% strongly agreed and 31.91% agreed while only 2.13% were not sure. On employee reward & compensation schemes helps grow manufacturing firm 29.79% strongly agreed and 68.09% agreed while only 2.13% were not sure. 59.57% strongly agreed that employee motivation plan affects the profitability of the manufacturing firms and 40.43% agreed. On employee career growth helps in growth of manufacturing firms, 55.32% strongly agreed and 42.55% agreed while only 2.13% were not sure.

On communicating effectively with employees helps in growth of manufacturing firms, 68.09% strongly agreed and 31.91% agreed. 72.34% strongly agreed that Motivating employees influences growth of manufacturing firms and 25.53% agreed while only 2.13% were not sure. On whether inspiring employees influences growth of manufacturing firms 63.83% agreed that it affect the profitability and 25.53% strongly agreed while only 8.51% and 2.13% were not sure and disagreed respectively. On encouragement of employees influences growth of manufacturing firms, 68.09% strongly agreed and 31.91 agreed that it affects the profitability of the manufacturing firms. 76.60% strongly agreed that Issuing Directions influences growth of manufacturing firms and 21.28 agreed while only 2.12 disagreed.

Most of the respondents making 59.57% strongly agreed that providing directions influences growth of manufacturing firms and 34.04% agreed while 2.13% and 4.26% were not sure and disagreed respectively. On Identification of roles influences growth of manufacturing firms, 46.80% strongly agreed and 42.55 agreed. 4.26% were not sure while 2.13% and 4.26% disagreed and strongly disagreed respectively. 29.79% strongly agreed that effective distribution of resources influences growth of manufacturing firms and 55.31% agreed while 8.51% were not sure. 4.26% disagreed and 2.13% strongly disagreed. 76.6% strongly agreed that organizing

employees effectively influences growth of manufacturing firms and 23.40% agreed. On delegating authority influences growth of manufacturing firms 51.06% strongly agreed while 48.94% agreed that it affects profitability. 59.57% of the respondents strongly agree that assigning work to the right employees influences growth of manufacturing firms and 30.38% agreed while only 2.13% disagreed.

5.3 Conclusion

Planning is termed as the mainstream of any business since it is through planning that financial performance is projected for actualization. Carrying out market survey annually was established to be a very fundamental aspect since it helps in effective planning is a very important aspect in the manufacturing firms. According to the data analyzed, having an independent team that plans for the firm helps grow the firm greatly since it influences the financial performance of the manufacturing firm. Planning effectively reduces costs of operations and greatly influences the profitability of the manufacturing firms. Market focused planning helps a firm grow its market share influences the growth of the manufacturing firms thus increasing the financial performance of the manufacturing firms. Effective planning helps the firm to compete effectively, this increases the financial performance of the manufacturing firms.

Staffing involves procuring the human capital in an organization. Human capital greatly influences growth of manufacturing firms. Procuring the right staff is the beginning of growth of a manufacturing firm. Frequent team building activities helps in growth of manufacturing firm. Employee motivation plan affects the firm's profitability and Employee career growth helps in growth of manufacturing firms.

Communicating effectively with employees helps in growth of manufacturing firms Motivating. Employees' influences growth of manufacturing firms and inspiring employees influences growth of manufacturing firms. Encouragement of employees influences growth of manufacturing firms. Issuing Directions influences growth of manufacturing firms. Providing directions influences growth of manufacturing firms. Identification of roles influences growth of manufacturing firms. Effective distribution of resources influences growth of manufacturing

firms. Organizing employees effectively influences growth of manufacturing firms. Delegating authority influences growth of manufacturing firms. Assigning work to the right employees influences growth of manufacturing firms

5.4 Recommendations on the Findings

The research sought to establish the influence of managerial roles on growth of manufacturing firms in Machakos County. The following are the main recommendations. Manufacturing firms should carry out effective planning which is focused on the market set up and market future projections. The firms should focus on the sources of resources and the capacity to implement a specific project. During the human resource procurement, manufacturing firms should ensure that the get the best combination of employees in all the departments. Team leaders should always be put in place to issue directives to the other employees. The management should ensure that there is flow of information downward and upward to avoid employees relying on gossips. The organizing team should make sure that sufficient resources are made available in good time and tasks are placed in able employees.

5.5 Suggestion for Further Research

The study targeted manufacturing firms in establishing the effects of competitive strategies on the financial performance with the aspect of profitability only. This study therefore recommends that in future a similar study be conducted to establish the effects of competitive strategies on the growth and risk levels of the manufacturing firms in the country so as to generalize the findings. The study also recommends that in future a study be conducted on establishing the extent to which competitive strategies influence customer attraction and retention for the growth of the manufacturing firms. This will be important in helping organizations identify ways in which they can attract new and retain the existing customers to the firms. Competition does not only affect the manufacturing firms but has adverse effect on the financial performance across all the industries. Therefore this research recommends that a similar research to be carried out in other sectors of the economy so as to draw a common conclusion on the effects of competitive strategies on financial performance.

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APPENDIX I: QUESTIONNAIRE

SECTION A: BASIC INFORMATION

1. Name of the manufacturing firm……

2. Position of the respondent……

3. Academic qualifications of the respondent.

Undergraduate	[	]	Degree	[	]
Masters degree	[	]	PHD	[	]

4. Age of the respondent

Below 25 years	[	]	Between 25-35	[	]
Between 35-45	[	]	Above 45	[	]

5. Number of years served in the manufacturing firm

Less than 2 years	[	]	Between 2-5	[	]
Between 5-10 years	[	]	Between 10-20	[	]

6. Number of years served in the current firm

Less than 2 years	[	]	Between 2-5	[	]
Between 5-10 years	[	]	Between 10-20	[	]

SECTION B: Planning Influence on Growth of Manufacturing firms

On a range of 1-5 please rate the following aspects of planning effects on growth of the manufacturing firm.

Planning	1-strongly agree	2- agree	3-not sure	4-disagree	5-strongly disagree
Carrying out market survey annually helps in effective planning					
Having an independent team that plans for the firm helps grow the firm					
Planning effectively reduces costs of operations					
Market focused planning helps a firm grow its market share					
Effective planning helps the firm to compete effectively.					

SECTION C: Staffing Influence on Growth of Manufacturing firms

On a range of 1-5 please rate the following aspects of staffing influence on growth of the manufacturing firm.

Staffing	1-strongly agree	2- agree	3-not sure	4-disagree	5-strongly disagree
Human capital greatly influences growth of manufacturing firms					
Procuring the right staff is the beginning of growth of a manufacturing firm					
Frequent team building activities helps in growth of manufacturing firm					
Employee reward & compensation schemes helps grow manufacturing firm					
Employee motivation plan affects the firm's profitability					
Employee career growth helps in growth of manufacturing firms					

SECTION D: Leading Influence on Growth of Manufacturing firms

On a range of 1-5 please rate the following aspects of leading influence on growth of the manufacturing firm.

Leading	1-strongly agree	2- agree	3-not sure	4-disagree	5-strongly disagree
Communicating effectively with employees helps in growth of manufacturing firms					
Motivating employees influences growth of manufacturing firms					
Inspiring employees influences growth of manufacturing firms					
Encouragement of employees influences growth of manufacturing firms					
Issuing Directions influences growth of manufacturing firms					

SECTION E: Organizing Influence on Growth of Manufacturing firms

On a range of 1-5 please rate the following aspects of organizing influence growth of the manufacturing firm.

Organizing	1-strongly agree	2- agree	3-not sure	4-disagree	5-strongly disagree
Providing directions influences growth of manufacturing firms					
Identification of roles influences growth of manufacturing firms					
Effective distribution of resources influences growth of manufacturing firms					
Organizing employees effectively influences growth of manufacturing firms					
Delegating authority influences growth of manufacturing firms					
Assigning work to the right employees influences growth of manufacturing firms					

Appendix II: List of Manufacturing Firms in Machakos County Involved in the Study

1. Bamburi cement
2. Beta bakers
3. Mombasa cement
4. Savanna cement
5. Simba cement
6. Nzau Millers
7. Kappa oil refeineries ltd
8. Primarosa ltd
9. Vita foam
10. Mabati rolling mills
11. Athi river steel plant
12. Masii millers
13. Supa loaf
14. Kenya meat commission
15. Mastermind tobacco ltd

SOURCE Machakos chamber of commerce and industry